

DD/A 81-0409

27 FEB 1981

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Information Services
Director of Logistics
Director of Medical Services
Director of Security
Director of Training and Education

FROM: Max Hugel
Deputy Director for Administration

SUBJECT: Promotions

REFERENCES: A. Memorandum from DDA to all Office Directors
(DD/A 80-1316/1) dtd 8 July 1980, Subject:
Implementation of Precepts for CIA Personnel
Evaluation Boards and Panels

B. Memorandum from DDA to all Office Directors
(DD/A 80-1316/2) dtd 23 July 1980, Subject:
Minimum Time-in-Grade Guidelines

1. The References established career service policy with respect to implementation of the Precepts for Personnel Evaluation Boards and Panels. Although this policy remains unchanged, I believe that supplementary guidance is required in three areas: promotion rankings, headroom, and minimum time-in-grade guidelines.

2. Promotions are based on merit and the demonstrated ability to undertake higher level responsibilities. The Value to the Agency ranking is the primary vehicle for assessing employee eligibility for promotion. However, as Reference A states, the promotion ranking is separate from the Value to the Agency ranking and may involve consideration of such additional factors as time-in-grade, availability of headroom, and length of experience. These additional factors should amplify rather than replace the factors considered in the Value to the Agency ranking. If the promotion ranking does not follow the Value to the Agency ranking, deviations should be based on the presence of all three additional factors. Furthermore, because of the definition of Category I, boards/panels

SUBJECT: Promotions

must provide approving officials with strong justification for promoting personnel in lower categories over those ranked in Category I.

3. Insofar as headroom is concerned, normally it is not necessary for an employee to occupy a headroom position in order to demonstrate the ability to perform at the next higher grade level. Our present rank-in-person system provides sufficient flexibility to allow us to accommodate Personal Rank Assignments (PRA's) for highly ranked employees. However, in keeping with our goal of reducing the number of PRA's, I would expect an employee promoted into a PRA situation to be reassigned to a position of equal or higher grade as soon as practicable.

4. Heads of career subgroups possess the authority to lengthen the minimum time-in-grade guidelines for specific categories of employees. This action may not be taken by a board or panel without the prior approval of the head of the career subgroup.

5. The purpose of this guidance is twofold: to ensure that our most promising employees are promoted as rapidly and consistently as possible; and to preclude possible long-range liabilities, such as lengthy PRA's and downgradings, which may result when promotions are based on factors other than competitive ranking.

/s/ William N. Hart

for Max Hugel

DD/A 80-1316/1

8 July 80

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Logistics
Director of Medical Services
Director of Security
Director of Training
Chief, Information Services Staff

FROM: Don I. Wortman
Deputy Director for Administration

SUBJECT: Implementation of Precepts for CIA Personnel Evaluation
Boards and Panels

REFERENCE: Memo dtd 22 May 80 for Mtpl Addssee from D/OPPP&M, Subj:
Precepts for CIA Personnel Evaluation Boards and Panels

1. On 10 June 1980, copies of reference were provided you. Where possible, within the authorities granted to heads of sub-groups, you should begin implementation of these precepts immediately. There are several areas where action is levied on the Head of the Career Service. In brief, these areas are:

- a. Establishment of time-in-grade guidelines (III B);
- b. Development of additional evaluation factors (IV B);
- c. Development of evaluation worksheets (VI A);
- d. Provide sub-groups with promotion goals (IV B);
- e. Responsibilities in EEO related areas (IV C);
- f. Bottom 3% procedures (VII A&B) and Category IV procedures (Appendix I); and,
- g. Evaluation of GS-14's for promotion to GS-15 (VIII A).

2. We have reviewed our current policies and procedures and have made the following decisions regarding the above items.

(1-a.) We have prepared a paper regarding the establishment of career service minimum time-in-grade guidelines. This paper will be discussed at a DDA staff meeting in the near future. Guidance to sub-groups will be issued after this staff meeting.

(1-b.) I have reviewed the evaluation factors described in Appendix II of reference and believe that they are sufficient for the evaluation of most DDA careerists and therefore do not believe it necessary to add any other factors for use throughout the career service. However, if you believe that additional factors would be helpful in your sub-group for performance criteria specific to your career discipline, such factors may be added following coordination with the DDA/Career Management Officer and the Director of Personnel Policy, Planning and Management. These factors will then be published as supplementary guidance to your evaluation boards and made available to all members of your career sub-group.

(1-c.) The precepts state that "Heads of Career Services will develop worksheets for use by boards and panels under their jurisdiction." Because of the varied skill requirements in this directorate, I believe it appropriate for each sub-group to develop its own worksheet for evaluation purposes. However, to achieve some degree of uniformity throughout the career service, these worksheets must include provisions for quantitatively evaluating each factor contained in Appendix II of reference in addition to any other items you wish to include. Prior to using these worksheets, please forward a copy to the DDA/Career Management Officer for our review and approval.

(1-d.) The establishment of promotion goals for each sub-group has been done for the last two fiscal years. We will continue with this procedure and will be providing you with your FY 81 goals at an appropriate time.

(1-e.) The precepts state that Heads of Career Services and Sub-groups will make evaluation boards and panels aware of their responsibilities in meeting the goals and objectives of the Agency approved Affirmative Action Program Plan. You are all aware of these responsibilities and it is important that all of your managers be equally aware of this plan.

(1-f.) In my memorandum dated 19 November 1979, new procedures were established in this directorate for reporting and reviewing bottom 3% employees and employees ranked as SS or LP under the former five category evaluation system. These procedures fulfill the requirements levied in reference and will remain in effect with only minor modification as follows. Where I requested certain information on persons rated as LP or SS, this information should now be provided for individuals ranked in the new Category IV.

(1-g.) The new precepts include a requirement that GS-14's will be ranked for promotion to GS-15 by a Career Service Board instead of by the appropriate sub-group board. This new requirement will be effective with the next promotion evaluation cycle of GS-14's in August 1980 and a memorandum outlining the new procedures was sent to you on 27 June 1980.

/s/

Don I. Wortman

cc: SSA/DDA
C/MS
C/EEO
ea Component Personnel Officer
C/Policy Staff/OPPP&M

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23 JUL 1980

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Logistics
Director of Medical Services
Director of Security
Director of Training
Chief, Information Services Staff

FROM: Don I. Wortman
Deputy Director for Administration

SUBJECT: Minimum Time-in-Grade Guidelines

REFERENCES: A. Memo for Mtpl Addressees from D/OPPP&M, dated 22 May 80,
Subject: Precepts for CIA Personnel Evaluation Boards
and Panels

B. Memo for Mtpl Addressees from DDA, dated 8 July 80, Subject:
Implementation of Precepts for CIA Personnel Evaluation
Boards and Panels

1. As indicated in references, Heads of Career Services shall establish minimum time-in-grade guidelines for eligibility to be considered for promotion to the next higher grade. Although the "Precepts" allow for variations within the Career Service, I have decided that one set of guidelines will be used throughout this Career Service. These guidelines are based on grade only and apply to all personnel, whether clerical, technical or professional. Exceptions to these guidelines may be approved by each of you as Head of your Sub-group; however, any exceptions made should be reported to the DDA/CNO for record keeping purposes.

2. Effective immediately, the following minimum time-in-grade guidelines will be used in considering all employees for promotion.

GS-03 to GS-04 - 6 months	GS-09 to GS-10 - 9 months
GS-04 to GS-05 - 6 months	GS-10 to GS-11 - 9 months
GS-05 to GS-06 - 6 months	GS-11 to GS-12 - 11 months
GS-06 to GS-07 - 6 months	GS-12 to GS-13 - 17 months
GS-07 to GS-08 - 6 months	GS-13 to GS-14 - 23 months
GS-08 to GS-09 - 6 months	GS-14 to GS-15 - 23 months
	GS-15 to SIS - 23 months

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3. At the DDA Staff Meeting on 8 July 1980, it was recommended that time-in-grade guidelines for clerical personnel be established Agency-wide. We have made this recommendation and will keep you informed of its status. Meanwhile, you should use the guidelines set forth in paragraph 2 above.

ATTACHMENT

/s/ William N. Hart
Don I. Wortman

cc: D/PPPM

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